

**INTERNAL
COMMUNICATION FORM**

DEPARTMENT OF HUMAN SERVICES

Suspense

January 10, 2011

Subject: 2011-2012 Affirmative Action Plan

Originator: gwatts@dhs.hawaii.gov

To: SOs, DAs

From: DIR

Date: Jan. 10, 2011

Memo No. 1

Please review, and take appropriate action as suggested in, the attached 2011-2012 Affirmative Action Plan which replaces the 2008-2010 plan. Success in implementation is dependent on the acceptance, participation, and cooperation of the entire employee population of the Department of Human Services (DHS). As the Interim Director of the DHS, I ask that we all take an active role in implementing this plan.

Staff Officers and Division Administrators have responsibility for assuring that positive steps are taken to comply with the intent of this plan, while achieving the objectives of the Department. Any questions related to details of the plan should be directed to the Civil Rights Compliance staff at (808) 586-4955 or gwatts@dhs.hawaii.gov.

DHS is committed to equality of employment, as well as equality in the provision of services. Our employees and applicants for employment and services are entitled to an environment free from discriminatory practices. Further, discrimination is unlawful and the Department may be adversely affected by potential termination of Federal funding.

As a part of providing equal employment opportunity, we are committed to affirmative action in personnel actions. Affirmative steps shall be taken to ensure full utilization of under represented ethnicities, women, men, and disabled individuals in an effort to correct any imbalances and inequities in DHS' workforce.

The goal is to achieve a workforce with a composition that mirrors the available labor market in Hawai'i. Management representatives shall, therefore, take affirmative steps to ensure that minorities, males, and females are introduced into the workforce and are considered as promotional opportunities arise, and that disabled individuals are given the opportunity to enter and thrive in our work environment. Further, Limited English Proficiency (LEP) individuals will be provided information relative to interpreter services at no cost to them by all DHS employees serving applicants and participants in our services and programs.

By hiring, compensating, training, promoting, and, in all ways providing equal treatment to employees and applicants for employment on the basis of merit, the effectiveness of DHS' operations can be maintained while enhancing the growth of our employees.

Similarly, all services provided to the public by DHS shall be on a non-discriminatory basis. No person shall be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination or retaliation under any phase or level of DHS' programs or activities because of race, color, national origin, age, gender, disability, genetic information, or membership in any other group protected by law.

This plan shall be administered within the parameters of Federal and State employment practices, laws, civil service merit system rules and regulations, and collective bargaining agreements.



Interim Director

**STATE OF HAWAII
DEPARTMENT OF HUMAN SERVICES**

**AFFIRMATIVE ACTION PLAN
2011-2012**

ISSUED AND APPROVED
by the Interim Director
Department of Human Services

Patricia McManaman

January 10, 2011 through December 31, 2012

Prepared by

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Civil Rights Corner

An Equal Opportunity Department

Executive Summary

This Affirmative Action Plan (AAP) is a voluntary effort to identify and prevent under representation of protected groups in the Department of Human Services' (DHS) workforce and services. By affording any under represented group consideration, DHS hopes to be able to attain and maintain a departmental workforce that is representative of the available population in the State of Hawaii, better serve its applicants and clients in the communities it serves, and improve benefits and services to clients and potential clients on each of the Hawaiian islands.

This two-year plan (January 2011--December 2012) is general in nature to allow for flexibility in employment and services as well as allowing for changing language needs and populations. More specific details and objectives will be provided on an annual basis in the appendices based on data tables, program indicators and experiences that become available. Stakeholder input will be sought on an annual basis.

Roles are identified as are dissemination approaches, potential problem areas, auditing, reporting processes, and exclusions. DHS supporting Policies and Procedures are included as Appendices.

In summary, some preliminary findings relative to DHS' workforce as of July 20, 2010 include :

- 68.7 % (1301 of 1891) DHS employees as of July 20, 2010 are female.
This compares to 70% in August of 2007.
- 31.3 % (590 of 1891) DHS employees as of July 20, 2010 are male.
This represents a 1.3 % increase in male employees since 2007.

❖ Workforce breakdowns, July 20, 2010, are reported as follows:

33% or 622	Caucasian, non-Hispanic
19% or 360	Japanese
16% or 300	Hawaiian and Part-Hawaiian
12% or 229	Filipino
9% or 167	Korean, Samoan, Black, Puerto Rican
6% or 111	Other
5% or 100	Chinese
0% or 2	Mixed (less than 1%)
100% or 1891	Total

This represents a 1% **decrease** in Caucasian, non-Hispanic, 3% **decrease** in the "Other" category, 5% **increase** in Japanese, 8% **increase** in Korean, Samoan, Black, and Puerto Rican. Filipino and Hawaiian remain constant during the three-year period from August 1, 2007 through July 20, 2010.

Worth noting is the fact that the total DHS workforce composition in August of 2007 was 2346 while on July 20, 2010 it was 1891 or 455 fewer employees.

Findings from surveys relative to languages spoken at home in the State of Hawaii indicate the following:

<u>%</u>	<u>%</u>
30 Asian and Pacific Island	19 Tagalog
27 Japanese	9 Chinese
7 Other than listed	8 Spanish
3 Vietnamese	

Languages most frequently interpreted at the Department of Human Services are:

Chuukese	Cantonese
Ilokano	Korean
Tagalog	Mandarin
Vietnamese	Marshallese

EEO-4 Code descriptions indicate DHS' Workforce as of July 20, 2010 was:

92 % or 1733	Professional/Paraprofessional/Office/Clerical
7 % or 123	Officials and Administrators
1 % or 35	Skilled Craft, Protective service,
or less	Service maintenance, or no code

This reflects a reduction in force of 455 since August 2007, as well as an effort to combine Professional/Paraprofessional/Office/Clerical and more specifically define Officials and Administrators.

Recommendations:

- ❖ Fully automate workforce and population data
- ❖ Attract applicants with interpreting skills in one or more languages
- ❖ Develop a plan to recruit and attract representation from groups currently underrepresented in each Division/office
- ❖ Since DHS' workforce is more than 68% female, develop a plan to attract male employees throughout DHS
- ❖ Where practical and reasonable, yield to Federal guidelines in reporting data
- ❖ Seek input and assistance from outside sources in research and analysis
- ❖ Develop recruiting/hiring guidelines for supervisors
- ❖ Include affirmative action approaches in orientation and training
- ❖ Conduct a self evaluation of accessibility for disabled individuals
- ❖ Seek joint interpreter contracts for identified languages
- ❖ Simplify forms, applications and processes

Table of Contents

Department of Human Services

	<u>Page</u>
Executive Summary.....	i
Table of Contents.....	iii
Introduction.....	1
Policy.....	1
Dissemination of Policy and Procedures.....	2
Responsibilities.....	4
Role of Civil Rights Compliance Staff.....	5
Guidance and Administrative Guidelines.....	6
Resolution of Complaints.....	6
Workforce Description 2010.....	6
Identification of Areas Needing Attention.....	8
Objectives.....	8
Action Steps.....	10
Overall Goals.....	11
Membership and Service Objectives.....	12
Auditing and Reporting	12
Exclusions.....	14
Approval.....	14

Appendices

A	Support Programs for Affirmative Action	15
B	Pertinent Policies in Affirmative Action in Hawaii	18
C	DHS Policy 4.10.1 & .2 http://www.hawaii.gov/dhs	20
D	DHS Policy 4.10.3.....	20
E	DHS Policy 4.10.4.....	20
F	Responsibilities for Compliance.....	21
G	Posting of Notices.....	24
H	Job Categories.....	25
I	Workforce Analysis and Under Utilization.....	27
J	Adverse Impact Chart.....	29

State of Hawaii
Department of Human Services
Affirmative Action Plan
for
Employment and Services

Introduction

This plan is a voluntary, good faith, effort of the Department of Human Services (DHS) to identify and prevent under representation of protected groups in its workforce and services. The plan promotes access to, and affirmative approaches in, employment, services, programs, and activities. The aim is to attain and maintain a workforce that is reasonably representative of the gender and ethnic characteristics of the qualified civilian labor force in the State of Hawaii. Additionally the aim is to ensure that individuals qualified for DHS' services, programs, and activities are not denied participation because of membership in a group that is protected by law.

Under representation could result from factors such as social, cultural, or historical developments in our community. DHS recognizes that under representation can exist in its workforce and services and will attempt to identify and correct any imbalances wherever practical. This plan seeks ways to do this without compromising the civil service principle of merit or the terms of prevailing collective bargaining agreements in the decisional process of employment. When an individual's merits or qualifications for services are substantially equal when compared with other applicants for employment or eligibility in consideration or services, affirmative steps shall be applied to correct any imbalance.

By affording individuals in any under represented group consideration, it is hoped that we will be able to attain a departmental workforce that is representative of the available population in the State of Hawaii and be able to better meet the needs of all qualified clients in the communities we serve. This two-year plan identifies areas in which under representation can occur and seeks to correct any representational imbalances that are identified as existing in our employment and services. Some support programs for this plan are highlighted in Appendix A.

Policy

Pertinent Policies in Affirmative Action covered by Hawaii Revised Statutes Section 76-1 and 78-2 can be found in Appendix B. Relevant DHS policies and procedures include 4.10.1 (Appendix C), 4.10.3 (Appendix D), and 4.10.4 (Appendix E).

In summary, it is the policy of DHS to provide equal opportunity in all terms and conditions of employment and services, and in selection of vendors and committee members. The intent of DHS policy is to identify and prevent discrimination and to promote full realization of employment and service opportunities through a continuing affirmative action program in each administrative unit, division, and administratively attached agency within the Department of Human Services in Hawaii.

This Affirmative Action Plan (AAP) applies to, and must be an integral part of, every aspect of human resource practice in the employment, development, advancement, and treatment of employees and applicants for employment at DHS and to applicants and potential applicants for DHS' services, as well as contractors who provide services for DHS and its clients.

Dissemination of Policy

A. Internal Dissemination

Administrative and Supervisory Personnel

All administrative and supervisory personnel shall be fully informed and aware of the equal employment opportunity, equal opportunity for services, and affirmative action approaches.

Non-Supervisory Employees

All employees shall be fully informed and aware of the DHS' equal employment opportunity, equal opportunity for services and affirmative action approaches.

Union Officials

All union officials shall be notified and aware of DHS' equal employment opportunity and affirmative action practices.

Copies of DHS' Affirmative Action Plan will be made available for inspection to any employee or applicant for employment or applicant for services upon request in order to promote understanding, acceptance and support.

All applicants or employees who believe they are a qualified individual with a disability, as defined in Section 503 of the Rehabilitation Act, as amended, or who are qualified protected veterans under the equal employment opportunity provisions of the Vietnam Era Veterans' Readjustment Assistance Act, as amended, and individuals with Limited English Proficiency (LEP) will be invited to identify themselves when they wish to benefit under this AAP. Such invitation will be posted on bulletin boards through the facilities and work areas. Employees and applicants for services may self-identify at anytime.

Articles, and pictures as appropriate, regarding accomplishments of employees who are qualified individuals with disabilities and qualified protected veterans shall be included in DHS and/or facility publications and websites.

When internal audits are conducted, implementation of this AAP will be reviewed. At least once every two years a summary of this AAP will be distributed to all employees.

B. External Dissemination

1. Employment

- a. All applicants shall be informed, either orally or in writing, of the positive stand this department has taken in terms of equal opportunity.
 - (1) The declaratory phrase "An Equal Opportunity Employer" shall be imprinted on all DHS employment announcement, application forms, and service brochures.
 - (2) Up-to-date employment opportunity posters shall be displayed in clear view of employees and job applicants.
- b. The Department's Affirmative Action Plan shall be available for review by all individuals requesting such.

2. Subcontractors, Vendors and Suppliers

- a. All subcontractors, vendors and suppliers will be sent written notification of DHS equal opportunity and affirmative action procedures regarding the employment of qualified individuals with disabilities and qualified protected veterans, as well as those receiving DHS' services who self identify as having Limited English Proficiency.
- b. The equal opportunity/affirmative action clause concerning qualified individuals with disabilities, qualified protected veterans, and LEP individuals are included in all nonexempt subcontracts and purchase orders.

3. Recruiting Sources

- a. All recruiting sources, including State employment agencies, educational institutions and social service agencies will be informed of DHS' procedures concerning employment and provision of services to qualified individuals with disabilities, qualified protected veterans and self-identified LEP individuals and will be advised to actively recruit and refer qualified persons for job opportunities and/or DHS services.
- b. DHS lists suitable employment openings with appropriate local offices and maintains regular contact with local Veterans' Employment Representatives, LEP advocacy groups, and so forth. A copy of DHS' Affirmative Action procedures for qualified individuals with disabilities and qualified protected veterans will be provided to these entities annually.

- c. Formal briefing sessions are held with representatives from recruitment sources and placement agencies, which include facility tours, discussion of current and prospective position openings, job descriptions and required qualifications and explanations of DHS' selection procedures. Formal arrangements will be made to ensure that each recruitment source is provided with timely notice of job opportunities, to ensure that recruitment sources have an opportunity to refer qualified candidates and individuals who self identify as LEP will have comparable access to programs for which they are eligible.
- d. DHS participates in local job fairs sponsored by support groups for qualified individuals with disabilities and qualified protected veterans. Community-based organizations which serve as a support group or advocate for LEP individuals are included as needed and/or available.

4. Delivery of Services

- a. Each division providing program services shall produce brochures containing a nondiscriminatory policy statement and complaint procedures. These brochures shall be placed in an area that is readily accessible to the clientele.
- b. Equal opportunity for services and complaint procedure notices will be placed in waiting areas at eye level to persons seated.

Responsibilities

Heads of administrative units, divisions and administratively attached units at DHS shall be responsible for working with the Civil Rights Compliance Staff in implementing the provisions of this AAP. For specific breakdown and description of duties and responsibilities for compliance with the Plan, please see Appendix F.

In summary, it is the responsibility of each unit head and division administrator to provide sufficient resources to administer such a program in a positive and effective manner; assure that recruitment activities reach appropriate sources of job candidates; provide reasonable opportunities to employees to enhance their skills so they may perform at their highest potential and advance in accordance with their abilities; provide training and advice to managers and supervisors to assure their understanding and implementation of DHS' policy and affirmative action plan; and provide for a system within the unit for periodical evaluation of the effectiveness with which the plan is being carried out.

Compliance with the intent of DHS Policy and Affirmative Action Plan shall be a part of the acceptable standards of performance for all employees and contractors. Applicants and potential applicants for employment and services are responsible for notifying the Civil Rights Compliance Staff when they believe discriminatory practices are occurring.

Role of Civil Rights Compliance Staff

The Civil Rights Compliance Staff (CRCS) of the DHS Personnel Office provides internal and external support services to staff and clients of the DHS. For a more complete description of major duties and responsibilities, please see Appendix F.

In summary, internally CRCS prepares complaint documents, with investigative reports and conciliation agreements, relative to charges alleging unlawful employment practices and/or discrimination or retaliation in the provision of services. Externally, CRCS conducts compliance reviews and submits written analysis reports to the U.S. Department of Justice, U. S. Department of Agriculture, U. S. Department of Housing and Urban Development, U. S. Department of Health and Human Services, and other appropriate agencies, such as the Hawaii Civil Rights Commission (HCRC) and the Equal Employment Opportunity Commission (EEOC), on a regular basis, or as requested.

CRCS is also responsible for drafting and monitoring implementation of the DHS AAP to ensure satisfactory progress in achieving employment and service objectives. This includes preparation of DHS workforce composition reports, dissemination of AAP to each division and staff office, preparation and investigation of complaints, and participation at EEOC and other fact finding conferences and conciliations. Technical assistance and training guides are available to all DHS staff offices, and divisions to facilitate compliance with various State and Federal Laws. (Please visit <http://www.hawaii.gov> in the Civil Rights Corner.)

Authority for CRCS rests in a number of Federal and State laws and statutes, which include, but are not limited to:

- Titles VI and VII of the 1964 Civil Rights Act, as amended
- Title VIII of the Civil Rights Act of 1968
- Section 503 and 504 of the Rehabilitation Act of 1973, as amended
- The Americans with Disabilities Act, as amended
- Equal Pay Act of 1963
- Age Discrimination in Employment Act of 1967
- Age Discrimination Act of 1975
- Executive Order 11246, as amended by Executive Order 11375
- Executive Order 13166
- Title 14, Subtitle I, State of Hawaii Personnel Rules
- Hawaii Revised Statutes, Chapter 371, Part II 371, 31 to 37, July 2006.

The CRCS audits DHS' practices included in these authorities and prepares summary reports or evaluations for review and action as needed.

The Civil Rights Compliance Staff, of the Department of Human Services, Personnel Office, includes but is not limited to, ADA Coordination, LEP Coordination, and HCRC/EEOC compliance. Office location is Room 214, 1390 Miller Street, Honolulu, Hawaii 96813; Telephone (808) 586-4955 and TTY (808) 586-4962.

Guidance and Administrative Guidelines*Guidance*

The Civil Rights Compliance Staff shall provide guidance to administrative units in the conduct of their programs affecting employees, applicants for employment and services, and potential applicants for employment and DHS services, programs and activities.

CRCS will periodically review and evaluate administrative and program operations, obtain such reports as deemed necessary, and report to the Director as appropriate on overall progress. The staff will consult from time to time with such individuals, groups, or organizations as may be of assistance in improving DHS' programs and services and realizing objectives of this plan.

Administrative Guidelines

The Civil Rights Compliance Staff shall be responsible for preparing guidelines and instructions necessary and appropriate to carry out the intent of DHS' policy and Affirmative Action Plan.

Resolution of Complaints

The DHS' Civil Rights Compliance Staff shall provide for prompt, fair, and impartial consideration of all complaints of discrimination. Each administrative unit, administratively attached agency and division shall provide access to counseling, as needed, for employees who feel aggrieved and shall encourage the resolution of employee problems on an informal basis.

Procedures and forms for filing a discrimination complaint can be found in DHS' Policy and Procedures 4.10.1 (Attachment C). Additional procedures relative to equal opportunity in programs and services can be found in DHS' Policy 4.10.2, 3 and .4. All of these are available for review and/or printing at <http://www.hawaii.gov/dhs> in the Civil Rights Corner.

Workforce Description 2010

The State of Hawaii's population is comprised of various ethnic groups. It consists of an aggregate of minorities where no one ethnic group constitutes a clear majority. It is true melting pot of cultures, languages and rich heritage. For example, findings from surveys relative to languages spoken at home in the State of Hawaii indicate the following:

<u>%</u>		<u>%</u>	
30	Asian and Pacific Island	19	Tagalog
27	Japanese	9	Chinese
7	Other than listed	8	Spanish
3	Vietnamese		

Languages most frequently interpreted at the Department of Human Services are:

Chuukese	Cantonese
Ilokano	Korean
Tagalog	Mandarin
Vietnamese	Marshallese

Hawaii's labor force mirrors the above population and language breakdowns.

In summary, some preliminary findings relative to the Hawaii DHS' workforce as of July 20, 2010 include :

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This compares to 70% in August of 2007.
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DHS' workforce ethnic breakdowns, July 20, 2010, are reported as follows:

33% or 622	Caucasian, non-Hispanic
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or less	Service maintenance, or no code

This represents a reduction in force of 455 since August 2007, as well as an effort to combine Professional/ Paraprofesional/Office/Clerical and more specifically define Officials and Administrators.

Identification of Areas Needing Attention

Given the circumstances relative to minimum, if any, hiring at this time, areas needing attention relate generally to:

- ❖ Fully automating workforce and population data
- ❖ Developing a plan to recruit and attract representation from groups under represented in each Division/office when future hiring begins
- ❖ Since DHS' workforce is more than 68% female, developing a plan to attract male employees throughout DHS when future hiring begins
- ❖ Where reasonable, yielding to Federal guidelines in reporting data
- ❖ Seeking input and assistance from outside sources in research and analysis
- ❖ Developing recruiting/hiring guidelines for supervisors
- ❖ Including affirmative action approaches in training
- ❖ Conducting a self evaluation of accessibility for disabled individuals
- ❖ Seeking joint interpreter contracts for identified languages
- ❖ Simplifying forms, applications and processes

Objectives and Action Steps

Specific objectives and action steps for each job category in each division, staff office, and administratively attached agency need to be documented with a plan for follow-up on a timely basis.

All job classes in the State civil service system have been categorized and coded by the State Department of Human Resources Development, and fall into one of nine job categories as follows: (For definitions of the categories, please see Appendix H).

1. Officials and Administrators
2. Professionals
3. Technicians
4. Protective Service Workers
5. Paraprofessionals
6. Administrative Support/Office & Clerical
7. Skilled Craft Workers
8. Service Maintenance
9. N No EEO-4 Reported

In addition to setting objectives for job categories, DHS needs to set objectives for those job series (i.e., Eligibility Worker) within the job categories that have twenty or more employees. This is needed to reflect specific availability data, rather than simply setting broad hiring goals for entire job categories. During selection processes, training selection and other functions, it is important to ascertain whether or not there is a specific objective for the particular series in which a vacancy/seat exists. If there is, the specific job series objectives would have priority over the more general goal established for the entire job category.

Ethnic Breakdowns

In accordance with Federal enforcement agency guidelines, DHS has attempted to develop an AAP that utilizes ethnic breakdowns that conform with national standards. A difficulty in working with the major ethnic categories is that, at the present time, Hawaii's computerized system is not set up to retrieve information according to those broad categories. There appears to be, for example, no mechanism to capture statistics on Native Americans (American Indians or Alaska Natives). As in previous years, individuals belonging to this major ethnic category would be included in the category that the State designates as 'Other.' The category "Other" also captures information on some of the ethnic groups that fall into the Asian/Pacific Islander and Hispanic categories among others. Although most of the represented Asian groups are individually identified, the only Pacific Islander groups that are individually identified are Hawaiian, Part-Hawaiian, and Samoan. Most Hispanics are also included in the category designated "Other." The exception is the Puerto Rican group, which has its own code. Therefore, it is with acceptance of these discrepancies in the statistical information available, that objectives can be set at this time.

The following list identifies and defines those groups that are included in each of the major ethnic categories:

- Asian/Pacific Islander—includes persons of Chinese, Korean, Japanese, Filipino
- Black—includes persons of African or Negro descent; Black (Non-Hispanic)
- Hawaiian (and part-Hawaiian descent)
- Hispanic—includes person of Puerto Rican descent
- More than one Race—Please specify mix
- Native American—includes American Indian descent and Alaskan Native
- Other—not included in any listed here
- White—(Caucasian)—includes persons of Indo-European descent, including Pakistani and East Indian, and persons of Spanish or Latin descent, excluding Filipinos
- White—(Non-Hispanic)

Although Federal and State guidelines require that goals be established by major ethnic category, DHS will set individual goals and objectives for those ethnic groups that comprise the Asian/Pacific Islander category also. This is because the majority of the State's ethnic groups fall into the Asian/Pacific Islander category, and even when the category, as a whole, does not exhibit under utilization, there may be some ethnic groups within the category that do.

Objectives for the various ethnic groups in the Asian/Pacific Islander category should be utilized only when the category is underutilized, or when candidates of relatively equal qualification are all members of the Asian/Pacific Islander category.

Action Steps to Correct Identified Under Utilization

This DHS AAP aims toward promoting equal employment opportunity and striving for the attainment of an ethnically and gender-balanced workforce. This includes, but is not limited to affirmative action steps toward employment practices as well as provision of services to disabled and Vietnam veterans and qualified persons with disabilities. This aim extends to contracting with vendors also.

Much of the success of this effort lies with recruitment, selection, and placement processes; training and performance evaluation efforts, as well as in provision of all services including services provided by DHS' contractors and vendors.

The following are initial action steps DHS intends to take in order to achieve its objectives in employment and services:

1. In the open competitive recruitment and selection process, the Personnel Office is responsible for ensuring that all qualified eligibles are provided an equal opportunity to compete for a given job. Each interested eligible shall be interviewed in a fair and non-discriminatory manner, and shall be afforded impartial employment consideration.
2. All announcements for internal vacancies shall be posted electronically and on bulletin boards throughout the department in order to be accessible to all interested applicants. Announcements shall include an invitation for individuals to identify their needs for accommodation, if any.
3. All selections for hire, promotion, or transfer shall be based on job-related factors intended to identify the best qualified applicant. Interviewers shall evaluate all interested candidates, utilizing a uniform selection criteria. The Personnel Office shall periodically review the interview and selection process to ensure that evaluation factors are non-discriminatory and related to the vacant position.
4. Continued efforts shall be made to increase the number of under represented groups and employed by DHS at all levels by implementing programs for recruitment, selection, hire, and promotion. This will include the implementation of DHS' AAP.
5. All staff shall be encouraged to participate in employer-sponsored and external training programs. Notices of such training opportunities shall be accessible to all employees, and selection for participation shall be on a non-discriminatory basis. Training is provided to all personnel involved in recruitment, screening, hiring promotion, disciplinary and related employment processes, to ensure that the commitments made in DHS' AAP are implemented. Training may be provided online or face-to-face.
6. Orientation shall be provided regarding the DHS' affirmative action requirements, prohibitions, and goals. In addition, training shall be provided to develop staff sensitivity to discriminatory practices and to present alternatives for positive results.

7. DHS will review annually its personnel processes to determine whether its present practices assure careful, thorough and systematic consideration of the qualifications of known qualified individuals with disabilities, qualified protected veterans relative to employment and self-identified LEP individuals relative to provision of services.
8. In determining qualifications of veterans, DHS limits its consideration of a qualified protected veteran's military record, including discharge papers, to only that portion of the record, which is relevant to the specific job qualifications for which the veteran is being considered.
9. Services will be consistent with 4.10.3 and 4.10.4 DHS' revised Policies and Procedures.
10. DHS employees and applicants for employment and services will not be subject to harassment, intimidation, threats, coercion, bullying or discrimination because they have engaged or may engage in filing a complaint, assisting in a review, investigation, or hearing or have otherwise sought to obtain their legal rights related to any Federal, State or local law regarding EEO. Any employee or applicant for employment or services who feels he or she has been subject to harassment, intimidation, threats, coercion, or discrimination may contact the Civil Rights Compliance Staff for assistance (586-4955). The DHS "Harassment" prevention policy is communicated to all employees annually and a notice is posted in all offices (See 4.10.2 of DHS Policies and Procedures). available at <http://www.hawaii.gov/dhs> in the Civil Rights Corner.
11. Based on regular reviews of personnel processes and practices, DHS will modify when necessary, and will include development of new practices in its affirmative action program to ensure equal employment and service opportunities.

Overall Goals

Workforce and Employment

DHS' long-range goal is to achieve a workforce of balanced ethnic and gender composition--one which mirrors availability in Hawaii's labor force. This goal does not involve quotas. Primary consideration in the selection process must be given to an applicant's ability to perform the duties of the given position. Provisions of applicable personnel rules and bargaining agreements will not be ignored.

When there is no significant difference in the qualifications of the applicants, affirmative employment actions should be considered. In open-competitive situations, DHS' AAP allows for the preferential selection of ethnically underutilized individuals. However, in promotional or other non-competitive situations, contractual provisions, like seniority, must first be applied.

DHS strives to provide career opportunities for its employees. In accordance with civil service and collective bargaining provisions, internal (non-competitive) recruitment is given preference over external (open competitive) recruitment as a means of filling vacancies. While this process can result in the rotation of existing employees rather than the introduction of new ones into the department, this is a necessary means of filling positions in the State Civil Service System. The success of DHS effort to achieve a balanced workforce, then, is largely dependent on selections made through the open competitive process.

Overall employment goals include (1) identifying underrepresented groups (such as males—31%--for example) and (2) achieving workforce representation which is reflective of the available population of Hawaii by giving fair consideration to minorities (such as Chinese—5%--, Mixed—less than 1%, Koreans, Samoans, Hispanics and Blacks—9% combined—for example).

Membership and Service Goals

Members selected to serve on departmental/divisional/branch boards or committees shall be selected in a non-discriminatory manner. The membership should reflect a balance of all ethnic and female groups consistent with the department's equal employment opportunity, equal opportunity for services, and affirmative action guidelines. Service goals will be set by specified divisional groups to meet program needs.

Internal Audit and Reporting

DHS' affirmative action program shall be monitored on a continuous basis and audited annually by the Civil Rights Compliance Staff. The intent is to check the progress of the efforts in identifying and eliminating practices that can be perceived as discriminatory in nature, to bring balance to workforce and service areas, and to identify and remove barriers that hinder equal opportunities in employment and services.

While the Civil Rights Compliance Staff, Personnel Office, has the responsibility for developing and preparing formal documents of the AAP, and is responsible for its effective implementation, responsibility is likewise vested with each division administrator, manager, supervisor and staff officer.

DHS' audit and reporting system is designed to:

- ✦ Measure effectiveness of the Affirmative Action Plan efforts
- ✦ Document human resource activities
- ✦ Identify potential problem areas where remedial action is needed, if any, and
- ✦ Determine the degree to which DHS' AAP objectives are being attained.

The following human resource activities are reviewed to ensure nondiscrimination and equal employment opportunity for all individuals without regard to race, color, gender, religion, national origin and other areas protected by Federal and State laws:

- ✦ Recruitment, advertising, and job application procedures
- ✦ Hiring, promotion, upgrading, award of seniority, and so forth
- ✦ Rates of pay and any other forms of compensation including benefits
- ✦ Job assignments, classifications, descriptions and seniority lists
- ✦ Sick leave, leaves of absence, or other leave; workers' compensation claims
- ✦ Training, temporary assignments, attendance at professional meetings and conferences
- ✦ Any other term, condition, or privilege of employment.

The following documents are maintained as a component of DHS' internal audit process:

- ✦ An applicant flow log showing the name, ethnicity, gender, date of application, job title, interview status and action taken for all individuals applying for job opportunities,
- ✦ Summary data of external job offers and hires, promotions, resignations, terminations, and administrative leaves by job group and by gender and minority group identification,
- ✦ Summary data of applicant flow by identifying, at least, total applicants, total minority applicants, and total male/female applicants for each position,
- ✦ Maintenance of employment applications (not to exceed one year),
- ✦ Records pertaining to DHS' compensation system.

DHS' audit system includes an annual report documenting departmental efforts to achieve AAP goals and objectives. Division Administrators and supervisors are asked to report any current or foreseeable problem areas and to outline their suggestions for solutions. When a problem area arises, the Division Administrator or supervisor is to report problem area immediately to the Personnel Office.

During annual reporting, the following occurs:

- ✦ Personnel Officer and CRCS will discuss any problems relating to significant rejection numbers, EEO allegations, and so forth with Division Administrator or Staff Officer, and
- ✦ Personnel Officer and CRCS will report the status of DHS' AAP objectives to the DHS Director. The Personnel Officer will recommend remedial actions for effective implementation of the AAP.

Exclusions

There are currently no exclusions to the Affirmative Action Plan. Any request for exclusions must be approved by the Division administrator or Staff Officer in writing.

Further Development and Implementation

Development and implementation of guidelines to assure balance and representation in DHS' workforce rests with staff offices and Division administrators in consultation with the Civil Rights Compliance Staff. Follow-up will be an essential element to implementation. General guidance can be found in appendices as well as at <http://www.hawaii.gov/dhs> in the Civil Rights Corner.

Approval:



Interim Director



Date

Support Programs for Affirmative Action

Appendix A

The State Merit System

Many employees in the DHS are covered by the State civil service merit system. In this system, all personnel processes, including hiring, classification, pay, transfer, promotion, temporary assignment, overtime and other actions are covered by civil service rules and regulations, or by collective bargaining agreements.

A civil service position vacancy may be filled from a list of eligible candidates developed by the central personnel agency, the State of Hawaii Department of Human Resources Development (DHRD). Another alternative would be to promote from within the DHS. In either case, appointment to the vacancy is constrained by the civil service procedures. Employee collective bargaining agreements will also apply in promoting employees noncompetitively.

Civil service positions are usually classified by the central personnel agency. The central personnel agency, however, has delegated authority to the DHS for classification of certain classes of positions in DHS. Development of minimum qualification requirements for classes of positions and ascertaining the skills, knowledge, and abilities of specific positions (job analysis) are also done by DHRD with input from DHS. Following classification action, the class is allocated to a salary range within the State's civil service compensation plan.

Since most of our positions are covered by civil service laws and rules, we are bound by legal constraints of the merit system. Moreover, a predominant number of our employees are covered by collective bargaining agreements and their terms and conditions of employment. Therefore, at times we do not have the flexibility needed to select applicants and to design jobs that would result in a substantive and significant achievement in meeting affirmative action goals on a short range basis.

The Departmental Personnel Office's Recruitment and Examination Services Unit has developed uniform written guidelines for interviewing and selecting applicants for positions which include work-related selection procedures and evaluation forms, maintaining records of each interview, developing and standardizing selection criteria, and providing written explanation of reasons for non-selection.

The process shall be periodically reviewed and updated to insure that all its steps are free from gender and cultural barriers (except bona fide occupational qualifications) and do not exclude, or have the effect of excluding, any person or groups of persons. In addition, the Position Management Services Unit shall be responsible to review the position descriptions to insure that they are updated and reflect actual job needs and responsibilities.

It should be recognized that the primary consideration in the selection process is the ability to do the job. The AAP must be implemented without circumventing the merit system and collective bargaining agreements. However, it is also necessary to recognize that if there are no material differences in the qualifications of candidates, preference is to be given to individuals from under represented groups when filling vacancies on open-competitive basis.

Recruitment of under represented groups for civil service positions on an open competitive basis, depends to a large extent on the availability of, the "desired" ethnic or gender mix among job applicants. However, there can be no guarantee of a specific composition of candidates on any given civil service eligible list. Therefore, when applicants are referred to DHS for employment consideration, the list of eligibles may not include individuals from the under represented ethnic groups with DHS, women, men, or disabled individuals.

Despite these barriers to achieving a representative workforce and the rather long-term aspects of achieving our stated goals, the AAP is worthwhile and essential in articulating DHS' commitment to creating equal employment opportunity. This commitment includes a continuing effort to assess personnel processes and to take positive actions toward achieving a balanced and productive workforce.

The process of filling Civil Service positions is controlled by merit system laws and rules. These provisions directly affect the pool of qualified candidates.

Although achievement of goals are contingent upon availability of under represented ethnic groups on the merit system lists of eligibles, DHS shall seek to achieve our objectives by taking the following ongoing affirmative actions.

A. Recruitment and Selection

1. Departmental vacancy announcements shall be posted on bulletin boards located throughout the department.
2. Only job related factors may be used in rejecting an applicant for consideration for a vacancy. All rejections and reasons therefor, shall be reviewed and approved by the Departmental Personnel Officer.

B. Job Structuring and Employee Mobility

1. As appropriate, review present classification structure to identify opportunities for affirmative job restructuring. Such a review can determine where separation of less skilled functions in existing positions might create entry level positions that may offer promotional opportunities for members of under represented groups.

2. Trainee and paraprofessional classes with well-defined career patterns will be recommended when feasible.

C. Training and Career Development

1. Realizing that DHS experience and training, in and of itself, may not necessarily ensure upward mobility, employees are encouraged to seek advancement through further study.
2. Training sessions shall be conducted annually for all supervisors and DHS administrators encompassing the areas of:
 - a. Intent and content of the Civil Rights Act of 1964, Civil Rights Act of 1968, Age Discrimination in Employment Act of 1967, Sections 503 and 504 of the Rehabilitation Act of 1973, Americans With Disabilities Act of 1990, as amended, and other applicable Federal and State regulations.
 - b. Goals and objectives of the Affirmative Action Plan.
3. Training for supervisors shall be developed to address the current issues affecting the workplace, such as, but not limited to, harassment prevention, complying with the Americans with Disabilities Act of 1990 and State laws on provisions for Limited English Proficiency.
4. In-service and out-service training programs sponsored by the State shall be announced and posted on bulletin boards located throughout the department's offices. Employees shall be selected for training on a non-discriminatory basis. Training sessions in cultural awareness and managing diversity shall continue, on an on-going basis, to ensure that supervisors and employees attain an understanding of the effects of cultural diversity in the workplace. These awareness sessions may be offered online or face-to-face to the extent that funding exists.
5. Women, men, and under represented ethnic groups shall be afforded reasonable opportunity to participate in management development programs.
6. Self-development efforts shall be encouraged. Individual requests for training shall be given fair consideration, provided that the training requested is job-related and will enhance the employees' ability to do the job assigned.

Pertinent Policies in Affirmative Action

Appendix B

State of Hawaii

From Section 76-1, Hawaii Revised Statutes, State statutes governing civil service employment provide for a personnel system administered in accordance with the following principles:

1. Equal opportunity for all regardless of race, sex, age, religion, color, ancestry, or politics. No person shall be discriminated against in any case because of any physical handicap, in examination, appointment, reinstatement, reemployment, promotion, transfer, demotion, or removal, with respect to any position the duties of which, in the opinion of the director of personnel services may be efficiently performed by a person with such a physical handicap; provided that the employment will not be hazardous to the appointee or endanger the health or safety of the appointee's co-workers or others.
2. Impartial selection of the ablest person for government service by means of competitive tests which are fair, objective, and practical.
3. Just opportunity for competent employees to be promoted within the service.
4. Reasonable job security for the competent employee, including the right of appeal from personnel actions.
5. Systematic classification of all positions through adequate job evaluation.
6. Proper balance in employer-employee relations between the people as the employer and employees as the individual citizens, to achieve a well-trained, productive and happy working force.

A broader set of statutes governing public officers and employees, Chapter 78, General Provisions on Public Service, provides the following:

Section 78-2 states:

“Equal opportunity. No person shall be discriminated against in any case because of any physical or mental handicap, in examination, appointment, reinstatement, reemployment, promotion, transfer, demotion, or removal, with respect to any position the duties of which, in the opinion of the director, may be efficiently performed by a person with a physical or mental handicap; provided, that the employment will not be hazardous to the person appointed or endanger the health or safety of his (or her) fellow employees or others.

To promote employment opportunities for the severely handicapped individuals, all departments or agencies of the state and county governments shall develop and implement programs for the selective employment of the severely handicapped individuals. Such programs shall provide for the certification by the state vocational rehabilitation office that the severely handicapped individual has

the skills necessary to safely perform the duties of the position to which the individual will be placed.”

Section 78-2.5 states:

“Arrest record. No applicant for employment by the State or any political subdivision or agency thereof shall be required to answer, either orally or in writing, as a condition precedent to employment, whether or not he (or she) has been arrested; provided that this shall not preclude any question concerning any conviction of a crime or the arrest and other circumstances pertaining to the conviction.”

Federal and State statutes provide that all persons, regardless of race, color, age, religion, sex, national origin, or disability shall have equal access to positions in the public service limited only by their ability to do the job. It is the purpose of this Affirmative Action Plan that positions at DHS be made equally accessible to all qualified persons with reasonable accommodation for the qualified disabled. Additionally, limited English proficiency individuals will be advised of their right to free interpreter services.

The Affirmative Action Plan uses employment data, organizational analyses, and problem identification to attain affirmative action objectives. This approach includes an analysis of the workforce to determine whether percentages of gender, race, or ethnic groups are substantially similar to the percentages of those groups available in the labor force of the State of Hawaii. Where significant disparities are found, each element of the personnel administration process shall be examined to determine, if any, which elements operate to exclude persons on the basis of gender, race, or ethnic group.

Appendix C

DHS Policy 4.10.1 Discrimination Complaint
and 4.10.2 Harassment can be found at:

[http://hawaii.gov/dhs/main/civil-rights-
corner/CRTrainingModules/Policies%20and%20Procedures%204.10.1-4.10.2.pdf](http://hawaii.gov/dhs/main/civil-rights-corner/CRTrainingModules/Policies%20and%20Procedures%204.10.1-4.10.2.pdf)

Appendix D

DHS Policy 4.10.3 Opportunity to Participate
can be found at:

<http://hawaii.gov/dhs/main/civil-rights-corner/CRTrainingModules/4103%20pp.pdf>

Appendix E

DHS Policy 4.10.4 Access
can be found at:

<http://hawaii.gov/dhs/main/civil-rights-corner/CRTrainingModules/4.10.4%20Access.pdf>

Responsibilities for Compliance with Non-Discrimination Guidelines

Appendix F

A. The Director

The Director of the DHS recognizes and accepts the responsibility of ensuring that all program, services, activities, and employment concerns, which directly or indirectly receive or benefit from Federal financial assistance, are available and rendered without regard to race, color, religion, gender, national origin, age, disability, or any other non-merit factor. The Director retains ultimate responsibility for DHS' Equal Opportunity Policy.

B. The Civil Rights Compliance Staff

Administrative responsibility for the DHS Equal Opportunity Policy and Affirmative Action Plan reside with the Civil Rights Compliance Staff, which reports directly to the Departmental Personnel Officer of DHS. Page 5 of the AAP outlines the role of the Civil Rights Compliance Staff.

C. Division/Staff Officers

1. Each division administrator/staff officer maintains overall responsibility for coordinating civil rights compliance requirements for his/her respective division. Each is responsible for assurance of equal opportunity and implementation of the affirmative action plan.
2. Division administrators/staff officers shall receive and investigate written and oral complaints made by employees, applicants for employment or the public regarding employment or services provided by their staff and programs. Complaints which cannot be resolved at the divisional level shall be referred to the Civil Rights Compliance Staff unless Federal procedures provide otherwise. Refer to Discrimination Complaint Procedures in DHS Policy 4.10.1. Appendix C which can be found at:

<http://hawaii.gov/dhs/main/civil-rights-corner/CRTrainingModules/Policies%20and%20Procedures%204.10.1-4.10.2.pdf>

The Civil Rights Compliance Staff will provide technical assistance to division administrators and staff officers.

D. Administrative and Supervisory Personnel

Administrative and Supervisory Personnel shall ensure that all subordinates are aware of the DHS' Affirmative Action Plan and the department's employee discrimination complaint procedures. They are responsible for effecting the plan.

1. With regard to equal employment opportunity, equal opportunity for services, and affirmative action:
 - a. Administrative and supervisory personnel shall assist the Civil Rights Compliance Staff:
 - (1) In the development and maintenance of affirmative action and any other civil rights compliance programs.
 - (2) In the development of standard equal employment opportunity and equal opportunity for services complaint procedures.
 - (3) In the development of evaluation schedules for the affirmative action and any other civil rights compliance programs.
 - (4) At all other times for civil rights matters when necessary.
 - b. It is the responsibility of administrative and supervisory personnel to be aware of and to ensure equal employment opportunity, equal opportunity for services, and affirmative action.
2. Administrative personnel who interact with vendors or other participants:
 - a. Through contractual or other arrangement (s), or
 - b. By receiving or benefit from Federal financial assistance shall:
 - (1) Provide all such vendors and participants with a written explanation of their responsibilities under various civil rights legislation.
 - (2) Require that all such vendors and participants execute, in writing, their assurances to comply with the requirements of various civil rights legislation.

E. Employees

1. It is the responsibility of all employees to be aware of and cooperate in every phase of equal employment opportunity, equal opportunity for services, and affirmative action.
2. Any suggestion(s) pertaining to any element(s) of the affirmative action program or any civil rights related matter should be forwarded to the Civil Rights Compliance Staff. It shall be reviewed, held in confidence, if specified, and a reply will be forwarded specifying the action being taken. Acknowledgements will be made public if any quality material is received and if such material contributes to the

- success of the equal employment opportunity, equal opportunity for services, and affirmative action plan, or any other civil rights related matter.
3. Whenever departmental questionnaires are forwarded to employees, it is the responsibility of the employees to answer all questions accurately. The purpose of such questionnaires shall be specified orally or in writing to all employees. All materials and answers will be held in strict confidence and used solely for the purpose originally intended.
 4. All employees are responsible for the implementation of the department's equal services opportunity policy (4.10.3). This includes, but is not limited to:
 - a. Equal, courteous treatment of all individuals,
 - b. Assistance in informing individuals of their rights to equal services opportunities and their right to file a complaint if they feel they have been treated unfairly.

Any employee who intentionally obstructs DHS' objective of providing equal opportunity for services shall be subject to disciplinary action as appropriate.

Posting of Notices

Appendix G

Required Equal Opportunity Notices

The posting of notices and posters is one way of informing employees, applicants for employment and services, and the public of their rights and opportunities. It also serves to reaffirm DHS' commitment to non-discrimination practices.

The following notices/posters shall be updated and displayed in waiting or rest areas in all buildings where notices to employees, applicants for employment, and union members are usually posted: Please download and print from <http://hawaii.gov/dhs/main/civil-rights-corner>

ADA**EEO Notice****"EEO Is the Law" Supplement****Fair Housing****Harassment****...If you need an interpreter****...And Justice for All****Wage and Hour****Your Rights Under USERRA****DHS Nondiscrimination Statement (joint)****- Chinese (Mandarin or Cantonese)****- Chukese****- English****- Ilocano****- Samoan****- Spanish****- Tagalog****- Vietnamese****- Visayan****Food Stamp (SNAP) Nondiscrimination Statement in multi languages**

Federal laws provide that willful violation of the posting requirement is punishable by a fine of not more than \$100 for each separate offense, and can be interpreted as a lack of commitment to non-discrimination policies.

Job Categories

Appendix H

1. OFFICIALS and ADMINISTRATORS

Occupations in which employees set broad policies, exercise overall responsibility for execution of these policies, or direct individual departments or special phases of the agency's operations, or provide specialized consultation on a regional, district or area basis. Includes: department heads, division chiefs, directors, deputy directors and kindred workers.

2. PROFESSIONALS

Occupations which require specialized and theoretical knowledge which is usually acquired through college training or through work experience and other training which provides comparable knowledge. Includes: personnel and labor relations workers, social workers, registered nurses, system analysts, accountants, engineers, employment and vocational rehabilitation counselors, and kindred workers.

3. TECHNICIANS

Occupations which require a combination of basic scientific or technical knowledge and manual skill which can be obtained through specialized post-secondary school education or through equivalent on-the-job training. Includes: computer programmers and operators, building construction inspectors, and kindred workers.

4. PROTECTIVE SERVICE WORKERS

Occupations in which workers are entrusted with public safety, security and protection from destructive forces. Includes: police patrol officers, fire fighters, guards, deputy sheriffs, bailiffs, correctional officers, detectives, marshals, harbor patrol officers, and kindred workers.

5. PARAPROFESSIONALS

Occupations in which workers perform some of the duties of a professional or technician in a supportive role, which usually require less formal training and/or experience normally required for professional or technical status. Such positions may fall within an identified pattern of staff development and promotion under a "New Careers" concept. Includes: income maintenance workers, social service aids and assistants, and kindred workers.

6. ADMINISTRATIVE SUPPORT/OFFICE AND CLERICAL

Occupations in which workers are responsible for internal and external communications, recording and retrieval of data and/or information and other paperwork required in an office. Includes: secretaries, clerks, typists, key equipment operators, and kindred workers.

7. SKILLED CRAFT WORKERS

Occupations in which workers perform jobs which require special manual skill and a thorough and comprehensive knowledge of the process involved in the work which is acquired through on-the-job training and experience or through apprenticeship or other formal training programs. Includes: building maintenance workers, carpenters, painters, plumbers, and kindred workers.

8. SERVICE MAINTENANCE

Occupations in which workers perform duties which result in or contribute to the comfort, convenience, hygiene or safety of the general public or which contribute to the upkeep and care of buildings, facilities or grounds of public property. Workers in this group may operate machinery. Includes: building maintenance helpers, general laborers, truck drivers, and kindred workers.

9. N = No EEO-4 Reported

Workforce Analysis and Underutilization

Appendix I

The State of Hawaii's population is comprised of various ethnic groups and it is an aggregate of minorities where no one ethnic group constitutes a clear majority. Hawaii's labor force mirrors that composition.

To the extent possible, DHS' workforce is comparable to the State's labor force as a whole. Following is a breakdown of DHS workforce as of July 20, 2010:

- 68.7 % (1301 of 1891) DHS employees as of July 20, 2010 are female.
This compares to 70% in August of 2007.
- 31.3 % (590 of 1891) DHS employees as of July 20, 2010 are male.
This represents a 1.3 % increase in male employees since 2007.

DHS' workforce ethnic breakdowns, July 20, 2010, are reported as follows:

33% or 622	Caucasian, non-Hispanic
19% or 360	Japanese
16% or 300	Hawaiian and Part-Hawaiian
12% or 229	Filipino
9% or 167	Korean, Samoan, Black, Puerto Rican
6% or 111	Other
5% or 100	Chinese
0% or 2	Mixed (less than 1%)
100% or 1891	Total

This represents a 1% **decrease** in Caucasian, non-Hispanic, 3% **decrease** in the "Other" category, 5% **increase** in Japanese, 8% **increase** in Korean, Samoan, Black, and Puerto Rican. Filipino and Hawaiian remain constant during the three-year period from August 1, 2007 through July 20, 2010.

Worth noting is the fact that the total DHS workforce composition in August of 2007 was 2346 while on July 20, 2010 it was 1891 employees.

EEO-4 Code descriptions indicate DHS' Workforce as of July 20, 2010 was:

92 % or 1733	Professional and Paraprofessional/Office/Clerical
7 % or 123	Officials and Administrators
1 % or 35 or less	Skilled Craft, Protective service, Service maintenance, or no code

This represents a reduction in force of 455 since August 2007, as well as an effort to combine Professional/Paraprofessional/Office/Clerical and more specifically define Officials and Administrators..

Underutilization

The purpose of utilization analysis is to determine the utilization rate of males and females and minorities in order to identify areas of under representation in the workforce. This is achieved by comparing availability data with actual departmental workforce data.

DHS workforce statistics identify the number of persons, by gender and ethnicity, who are employed by the DHS at a specified time (i.e. July 20, 2010). Availability is determined by analyzing the percentage of minorities and males or females in the relevant recruitment area who have the necessary skills and education to be considered for employment in a specific job group, or who are capable of acquiring such skills through training.

Labor force statistics relating to minority groups are obtained from various sources including, but not limited to census data. Specifically:

OFCCP at <http://www.dol.gov/esa/ofccp/index.htm>

Census Special EEO File Tabulation at <http://www.census.gov/hhes>

On-line Access to the EEO Data Tool at <http://www.eeoindex.html>

Lists providing both the 3-digit Census code and the equivalent 6-digit Standard Occupational Classification Codes at <http://www.census.gov/hhes>

All labor resources should be considered in establishing goals for the utilization of minorities and women or men. These include; employed, unemployed, and persons of working age who are not in the labor force. Considering the employed as a resource for achieving action program goals, an analysis of DHS own employees—its internal labor market—can assume great significance. DHS' own personnel can contribute most importantly toward correcting under utilization in specific job categories by discarding traditional assignment, transfer, and promotion barriers and by providing equal training opportunities.

Since under representation needs to be determined and corrected at all levels, a list of current employees sorted by office/division, gender, ethnic group and job categories as of July 20, 2010 is provided staff officers and division administrators for review and action, as needed.

Adverse Impact

Whether certain hiring, promotional, evaluation, or training practices are having an adverse impact upon any specific gender or ethnic group must be considered also. For example, hiring practices, such as testing or interviewing techniques, that encourage hiring of more females than are represented in the labor force might need to be examined if they could be having an adverse impact on the hiring of males (31.3%) compared to females (68.7%) at DHS as of July 20, 2010. Appendix J is an illustration of one way of determining adverse impact in hiring practices, for example.

Process for Determining Adverse Impact

Appendix J

